



GREATER RIVERDALE, MD PLACE-BASED INITIATIVE

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Executive Summary

This report is created for the Central Kenilworth Avenue Revitalization Community Development Corporation (CKAR CDC) to start development of its Greater Riverdale, Maryland place-based initiative strategy. The report provides a comprehensive review of the Greater Riverdale Impact Area (Riverdale), Prince George's County, encountering the arrival of the Purple Line, the largest transit investment in Maryland in decades. After a brief introduction of the relevant history of Riverdale, the report analyzes demographic, housing, education, and economic data that help establish an overall context of the area and identify possible assets and challenges. Then it examines Riverdale stakeholders' experience, based on interviews conducted with economic development interviewees, small business interviewees, community groups, faith leaders, schools, city officials, and capital investment resources interviewees. Analysis of the interviews helps to create an in-depth understanding of the challenges facing Riverdale communities and clarifies stakeholders' needs. Then the report provides a preliminary strategic framework for CKAR CDC to start a comprehensive approach built around community needs in both short and long terms to (1) strengthen community organizations, (2) support existing residents and business owners to be better prepared facing the risk of displacement, and (3) help current residents and business owners capture the development potential brought by the Purple Line.

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Introduction

The coming of the 20th century saw the rapid rise of Washington D.C. Neighboring Prince George's County benefitted from its proximity to Washington, D.C. Located within the boundaries of Prince George's County, the Greater Riverdale Impact Area was able to thrive as a key part of growth in the region. Railroads, streetcars, and later automobiles opened Riverdale to successive waves of suburbanization. At the turn of the 21st century, Riverdale witnessed growth in immigrant population, accompanied by an emerging diverse mix of small businesses catering to local community needs.

As the largest public transit investment in Maryland during the past several decades, the Purple Line became a trigger of rapid change since 2013 for the neighborhoods it will cross through. Located in Prince George's County, the Greater Riverdale Impact Area on the east end of the Purple Line corridor is one of them. Because of the new transit line, this area has attracted interest in the past several years both from market forces and non-profit organizations pursuing diverse causes. Meanwhile, Prince George's County lacks political will to offer any equity programs due to market and fiscally-based barriers. More importantly, limited community organizing power and public engagement has left local communities especially vulnerable to transit-induced gentrification. Concerned about possible gentrification and displacement, the Central Kenilworth Avenue Revitalization Community Development Corporation (CKAR CDC), established in Riverdale Park 18 years ago, is determined to take the role to protect and promote the wellbeing of all residents in the Greater Riverdale Impact Area.

This report emphasizes the needs of existing residents and small business owners in the Greater Riverdale Impact Area (Riverdale) who are overshadowed by mainstream efforts to attract new investments and improve local government revenues. Responding to these needs is also the focus of the Central Kenilworth Avenue Revitalization Community Development Corporation (CKAR CDC). Riverdale has long suffered from disinvestment, but has served as an ideal place for low and medium-income families in the Washington, D.C., metropolitan area to own a home. Population in Riverdale has also been growing steadily. How can CKAR CDC lead future implementation to take care of current residents and small business owners who have lived in and contributed to Riverdale for decades, while also maximizing the development potential brought by the Purple Line?

This report analyzes demographic, housing, economic, and education conditions, presents findings from comprehensive interviews with economic development professionals, small businesses, community groups, faith leaders, schools, city officials, and potential sources of capital investment resources. Based on both primary and secondary data analysis, the report provides a preliminary strategic framework for CKAR CDC to start taking its next step in building community capacity in Riverdale.

Greater Riverdale, MD Impact Area

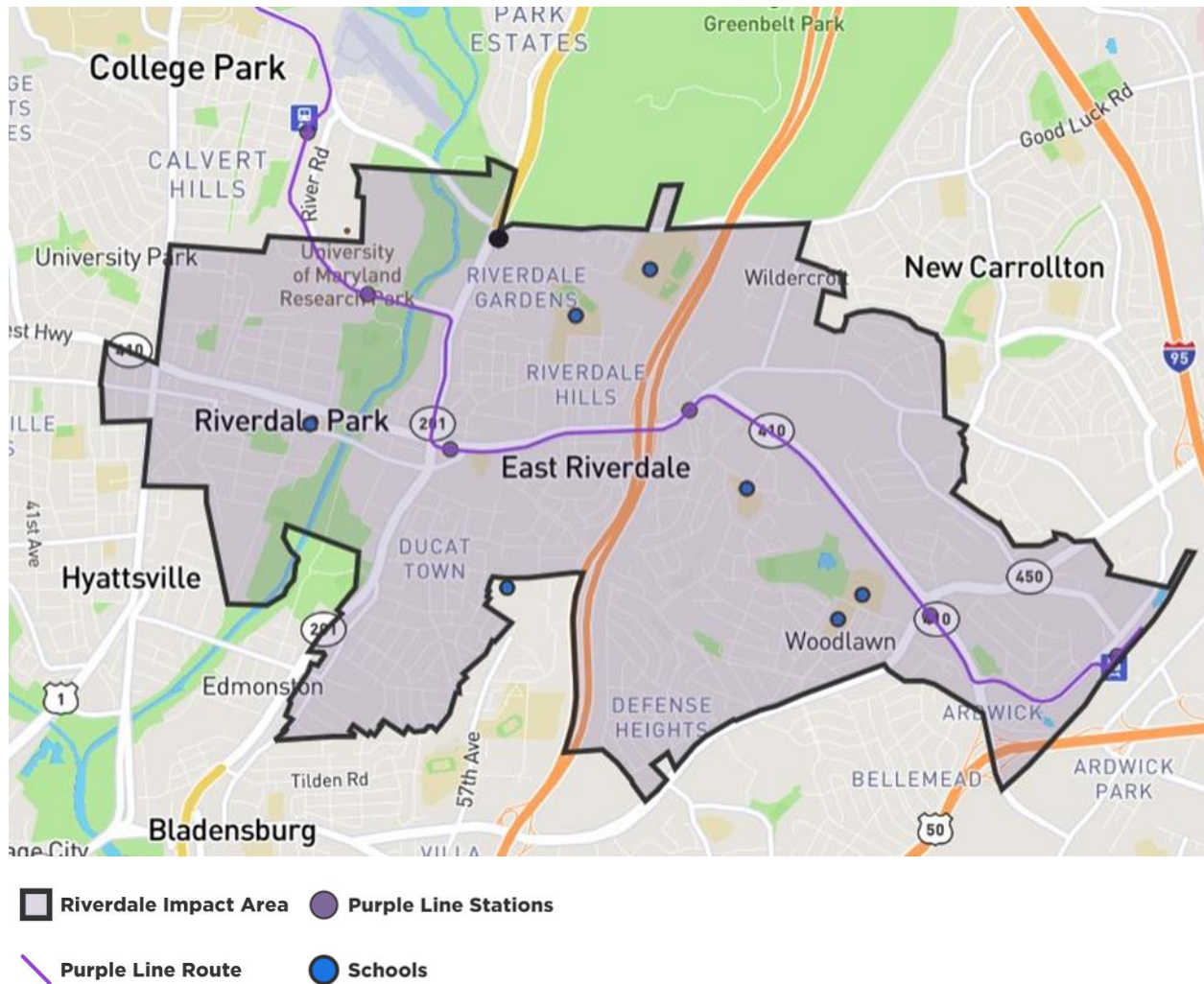


Figure 1. Study Area Boundary

Source: Enterprise Community Partners, Opportunity 360

Note: The study boundary is defined through a collaboration with Central Kenilworth Avenue Revitalization Community Development Corporation (CKAR CDC)

Historical Context

Brief History of the Greater Riverdale Impact Area

Pre-1900s:

A favorable climate for development in the Riverdale Impact Area first took place after the economic depression of the mid-1890s (Davis, 1996). As a new phenomenon, the residential suburb began to develop in Riverdale in order to accommodate the increasing number of federal employees and city workers. By 1900, more than 50 houses had been built on the west side of the Riverdale Impact Area, now the Town of Riverdale Park, while the east side of Riverdale witnessed the arrival of Victorian-style Baltimore and Ohio Railroad station (also known as B&O Railroad Station) (Davis, 1996). A streetcar line arrived in Riverdale in 1899 and made stops at the station within 10-minute intervals (Davis, 1996). The new City and Suburban Railway arrived one year later, with trips from Union Station in Washington D.C. to the B&O Railroad station in Riverdale scheduled every 17-minutes (Davis, 1996).

1900s-1950s:

As a result of suburbanization, networks of railways and streetcar lines served Riverdale communities effectively by linking developing communities to downtown Washington. In 1910, development soon began on the east side of the Anacostia River, extending into East Riverdale with the construction of the Greta Addition to Riverdale (1910), Riverdale Hills (1915), and Riverdale Heights (1919) subdivisions (Maryland Historical Trust, 2002). The percentage of the population earning their livelihood through agriculture declined in Riverdale as denser suburban population grew. New communities on the east side of the Riverdale Impact Area also began to appear around 1930 as the increasing use of the automobile allowed for further residential development (Tammy Loxton, 2008); in some cases, at a distance from railroad and trolley lines. During the first half of the twentieth century, the Riverdale Impact Area quickly matured into healthy residential communities offering affordable housing within a convenient commute to Washington D.C. (Maryland Historical Trust, 2002)

Meanwhile, Riverdale didn't just see the expansion of residential communities. Riverdale's agricultural economy also grew, with tobacco being the most important crop that made way for an increase in construction and retail businesses that provided various local outlets for shopping and services for local residents (Commission T. M.-N., Postbellum Archeological Resources in Prince George's County, Maryland. A Historic Context and Research Guide. March 2010.,

2010). During the 1920s and 1930s, Riverdale's municipality and citizens' organizations focused on building and improving its basic infrastructure, particularly roads and lighting (Commission T. M., 2015) By the 1940s, there were more than 872 houses erected (Davis, 1996).

Following 1945 and the conclusion of World War II, the Riverdale Impact Area witnessed rapid population growth and a surge in demand for home ownership, which was the result of aid by the Veteran's Administration (VA) that provided secured loans with no down payment to returning war veterans (Davis, 1996). The expansion of the federal government and creation of more jobs continued to make Riverdale a convenient location for workers commuting to the District of Columbia. Development of available agricultural land into subdivisions filled the demands for this era. The Calvert Homes Project, created to temporarily house war workers, became home to veterans employed at the Engineering and Research Corporation (ERCO) plant, which manufactured the popular Ercoupe Aircraft at Riverdale Park (Browne, 2018). Increased households and automobile traffic from commuters led to the construction of the East West Highway in 1966-1968 (Davis, 1996). The highway development at the time effectively relieved heavy traffic volume.

Post 1950's:

By the 1950's post-war population growth was causing overcrowded roads and schools. Riverdale Elementary School, for instance, tried to relieve overcrowding by expanding its building using \$11,500 and purchasing 32 lots (Sun, Riverdale School Site Makes Suits, 1956). But County commissioners ordered the school board to tighten its money belt and revise its building program. Additional financial support came from the "G.I. Bill of Rights", which provided federal subsidies for the University of Maryland and Bowie State College since both had difficulty providing classroom space and faculty support for their student bodies. The population growth also brought demographic change. In the decades between 1940 and 1960, when the white population increased at a rate of almost 140 percent, the rate of increase of African-Americans during this same period declined to just 11.7 percent of the total population (Tammy Loxton, 2008).

It was not until the late 1960s and 1970s that Riverdale became one of the places in Prince George's County where African-Americans would want to raise their families (Henry, 2019). Some of the factors that encouraged such a transition included: the well-paying federal jobs in the District, the many universities in the area (e.g.: Bowie State College, Howard University and the University of Maryland-College Park) as well as the final abolishment of discriminative practices, like the "racial covenants." which were supplementary loans from bankers established to offer aid to predominately white residents. The Minority Business Enterprises (MBE) program established by the federal government in 1963 reinforced a healthy environment in

Riverdale for new households with intentions to support minority groups (Alvin Thornton, 1997). In 1983, the Prince George's County Executive, Parris Glendening, assembled a Minority Procurement Task Force to implement the Minority Business Enterprises program on a more intensive scale that would establish a goal of 30 percent MBE participation in county contracting, increased from 10 percent participation (Alvin Thornton, 1997). Such an achievement made the County a national model for similar minority business programs. The Riverdale Impact Area, as a key part of the commerce growth trend in Prince George's County, benefited from this program.

1990s-Present:

From the 1990s to present, the population in Riverdale has continued to increase, while becoming more diverse, with the Hispanic community being the main contributor. The majority of investments and development plans remained concentrated on the west side of the Anacostia River. Development east of the river remained stagnant, except for some small residential subdivisions. Between 1970 and 2000, a number of factors (such as the success of fair housing laws, and the phenomenon of "white flight") caused a rise in the African-American percentage of the population (Tammy Loxton, 2008). In the 1980s, immigrants from Central America, predominantly Mexican nationals and El Salvadorans who were fleeing from the Salvadoran Civil War, moved into the Washington D.C. area. Population gradually grew out of the Capital city into suburban communities such as Riverdale and Prince George's County proper. With this population increase came an expedited gentrification process from the 1990s onward. As developers paid residents to relinquish their houses in D.C., a number of the Hispanic households flocked to the Riverdale community, with the majority settling in the east and south sides of the Riverdale Impact Area.

Community Characteristics

Demographics

The population living in the Greater Riverdale Impact Area increased by approximately 4,500 people between 2000 and 2015, at a similar growth rate as that of Prince George's County as a whole. The demographic composition of the Riverdale population outside West Riverdale (Riverdale Park) is largely non-white (91%). The geographic variation in the non-white population ranges from 61% in neighborhoods nearest to College Park and Riverdale Park, to 98% in neighborhoods near East Riverdale. While the total population of Riverdale is mostly stable, the Riverdale Impact Area has experienced tremendous growth in Hispanic population, from just below 7,000 residents in the year 2000, to approximately 19,000 today.

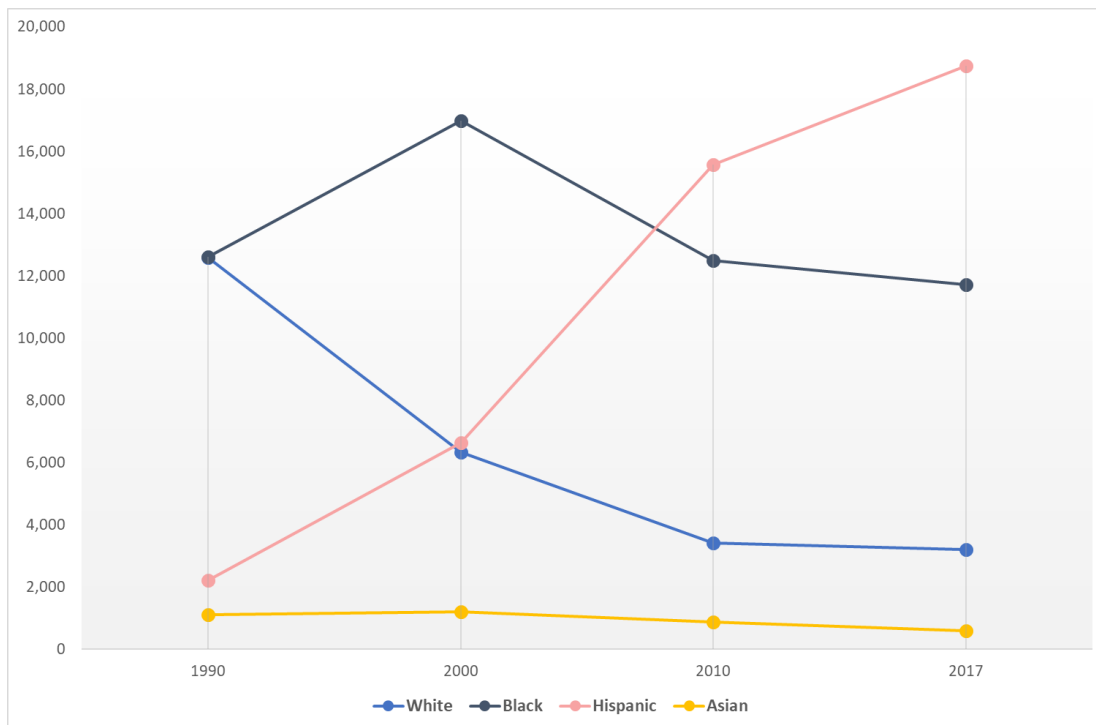


Figure 2. Population Change by Race and Ethnicity

Data Source: US Census 1990, 2000, 2010, ACS 5-year

Table 1. Racial Composition in 2017

	Black	White	Hispanic	Asian
Riverdale	34%	10%	52%	2%
PG County	62%	13%	18%	4%

Data Source: US Census ACS 5-year

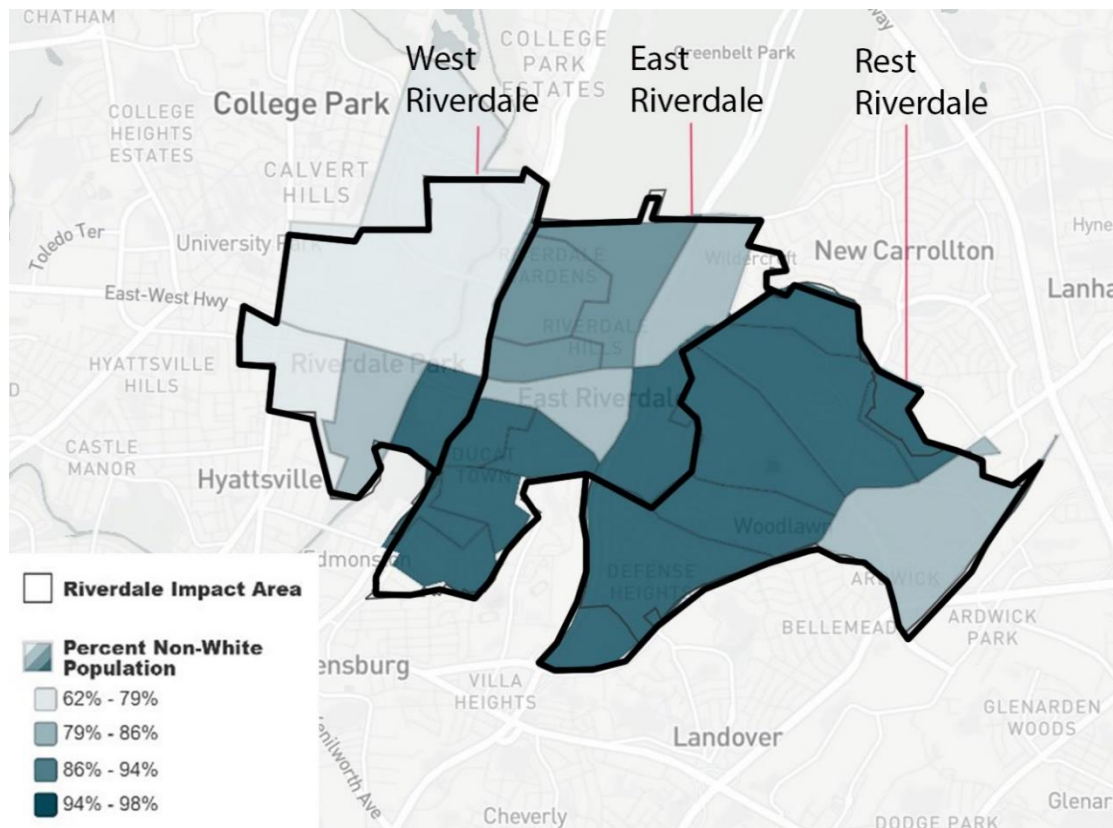


Figure 3. Non-White Population

Data Source: US Census ACS 5-year, Map generated from Enterprise Community Partners, Opportunity 360

Although the Hispanic population accounts for the largest share of the non-white population, there are also non-Hispanic foreign born and immigrant communities represented in the area. Forty-three percent of the population within the impact area are foreign-born, much higher than Prince George’s County and the U.S. The highest percentages of foreign-born residents reside in the Riverdale Hills/Riverdale Heights neighborhoods (58%) and the Rogers Heights neighborhood (51%). One of the largest non-Hispanic immigrant communities are from African countries (11% West African countries, 6% Middle African countries, and 2% East African countries out of all African Countries).

Table 2. Non-White Population

	non-white total population	Percent Non-White Population	Foreign Born
Riverdale	32,320	90%	43%
PG County	788701	87%	22%
US		39%	13%

Data Source: US Census ACS 5-year

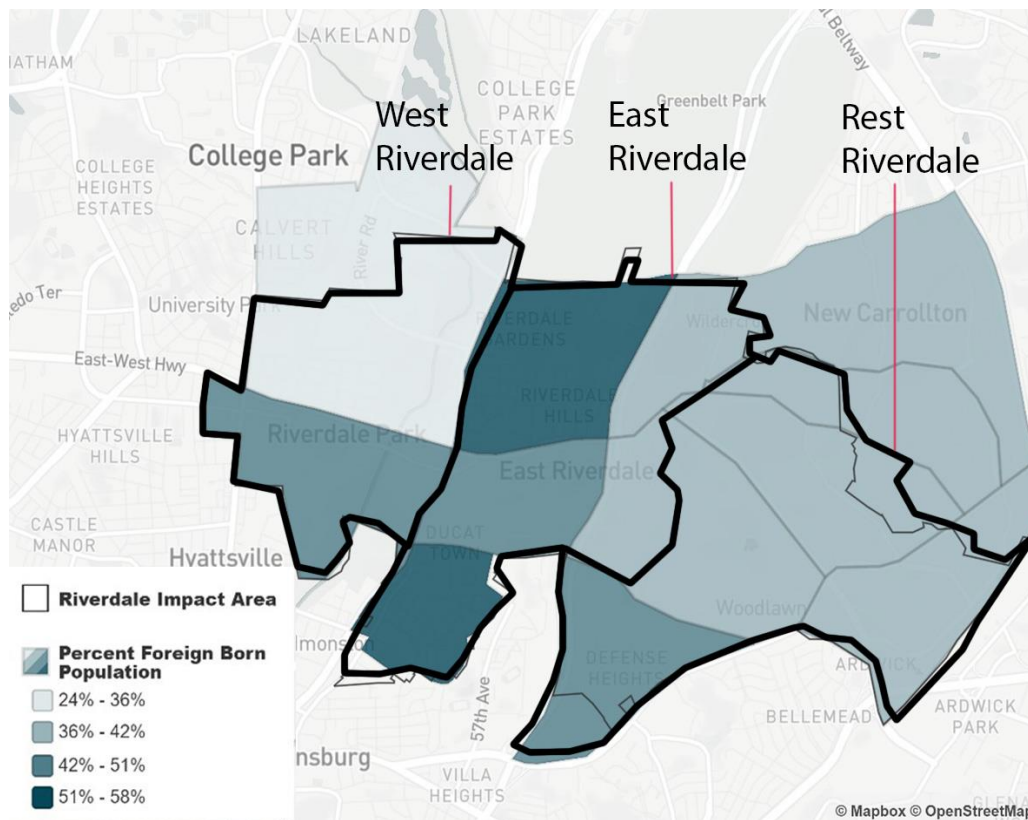


Figure 4. Foreign Born Population

Data Source: US Census ACS 5-year, Mapping from Enterprise Community Partners, Opportunity 360

The community is also home to refugee populations from countries including Nepal, Afghanistan, Iraq, Kosovo, and more. About 300 apartments in Riverdale are rented by refugees. Despite the large non-native population, most residents within the greater Riverdale area are English-only speaking individuals (53%). Thirteen percent of households are classified as limited English speaking, which is defined as households in which no members 14 years and older (1) speaks English only or (2) speaks another language and speaks English “very well”. Interviews with community stakeholders suggest that there are language barriers for residents that may not be reflected in this census data, and that the population of non-English or limited-English speakers may be higher than reported.

Table 3. English Speaking Households

	Total Households	Limited English-speaking Households	English Only Speaking Households
Riverdale	9,708	16%	51%
PG County	308,849	5%	74%
US		4%	79%

Data Source: US Census ACS 5-year

Riverdale's population is younger than Prince George's County and the U.S. as a whole. The percentage of single family households is slightly lower than Prince George's County, but higher than the national average. Median age in Riverdale is 33, compared to Prince George's County at 37, and the U.S. at 38.

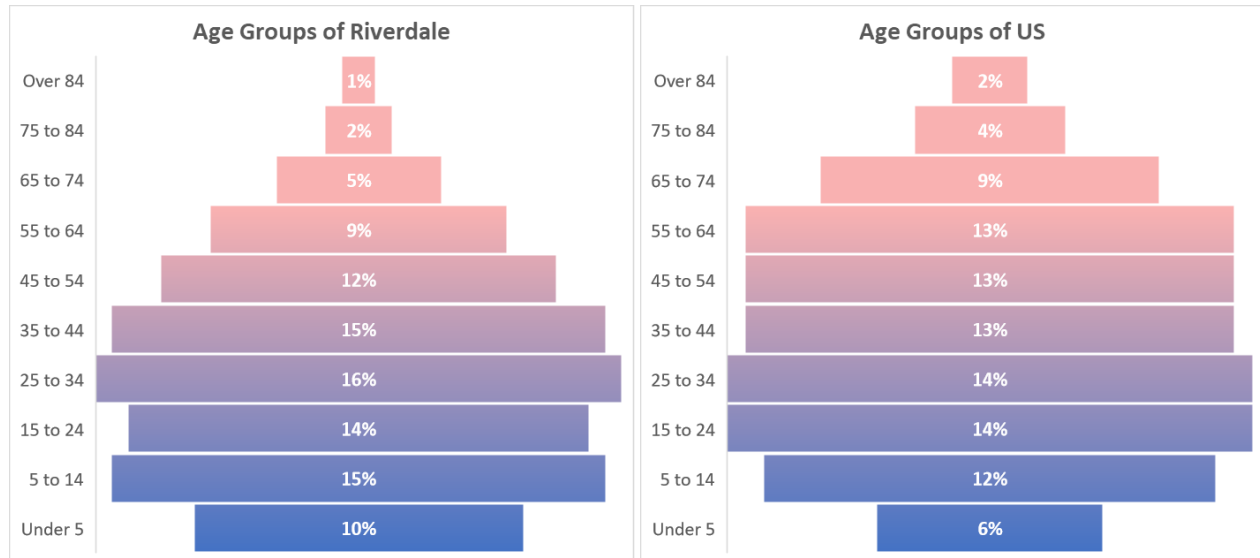


Figure 5. Age Groups

Data Source: US Census ACS 5-year

Housing

Adequate and affordable housing is a key concern for the greater Riverdale community. In interviews, stakeholders expressed concerns about rising housing costs, overcrowding, and the concentration of low-income housing into a small geographical area in East Riverdale. Despite an increase in total population over time, the number of housing units has remained relatively stable in the impact area, mostly built in the 1950s and 1960s, leading to an insufficient supply of housing for both owners and renters.

Table 4. Housing Units Change

		1990	2017	Change
Riverdale	Housing Units	9992	9707	-2.85%
	Population	28598	35758	25.04%
Prince George's County	Housing Units	255355	308849	20.95%
	Population	721566	906202	25.59%

Data Source: US Census ACS 5-year

The proportions of owner- and renter-occupied housing units in Riverdale have been stable. While the majority of housing units are owner occupied (56%), the proportion of renters in Riverdale (44%) exceeds that of both Prince George's County and the national average. ACS data show a low percentage of vacant units, 2%. 56% are single family homes. 16% of Riverdale housing stock are unit complexes.

Table 5. Renter Occupied Housing Units

	Owner Occupied Housing Units	Renter Occupied Housing Units
Riverdale	56%	44%
Prince George's County	62%	38%
U.S.	64%	36%

Data Source: US Census ACS 5-year

Cost-burdened households are defined as owner-occupied (or renter-occupied) housing units whose selected monthly ownership costs (or gross rent) exceed 30 percent of household income. Even though housing and rent price are relatively affordable in the Riverdale area compared to the rest of the region, a large number of households are cost burdened. The percentage of cost-burdened homeowners in the Riverdale area is comparable to Prince George's County, 32% and 31%, respectively. The percentage of cost burdened renters in Riverdale is 56%, compared to 50% for the county.

The average annual amount spent on owner-occupied dwellings is just over \$11,000, with most of those expenses going towards mortgage interest and property taxes. The average amount spent on rent-occupied dwellings is slightly lower, at \$7,000. Most rental expenses go directly towards rent payment (Ersi Business Analyst, 2019). Household budget expenditures within the impact area indicate that more than 30% of average household budgets go towards housing, including shelter and utilities. Food accounts for 12%, transportation accounts for 11%, and health care for 7% (Esri Business Analyst, 2019). Reducing housing costs would allow for additional income expenditure on other necessities.

Table 6. Cost-Burdened home owners and renters

	Cost-Burdened Home Owners	Cost-Burdened Home Renters
Riverdale	32%	52%
PG County	29%	50%
US	23%	47%

Data Source: US Census ACS 5-year

The area median home value is \$234,000, which is slightly lower than the median for Prince Georges County at \$273,000. A review of homes currently for sale in the area shows that homes range in value from \$250,00 to \$650,000 (Zillow). Although the impact area may be viewed as affordable within the context of other future Purple Line neighborhoods, community members expressed concern over the recent rise in housing costs. They also expressed concern about the potential displacement and loss of residents from within the community due to the lack of diverse housing stock necessary to attract and retain diverse and integrated neighborhoods. Rising home values are reflected in the housing data, which shows that prices have increased

over time as the market for housing in the area has tightened. Data from Zillow indicate between 62% and 70% of the homes in the area have increasing home values and that this has been a consistent trend for 2019.

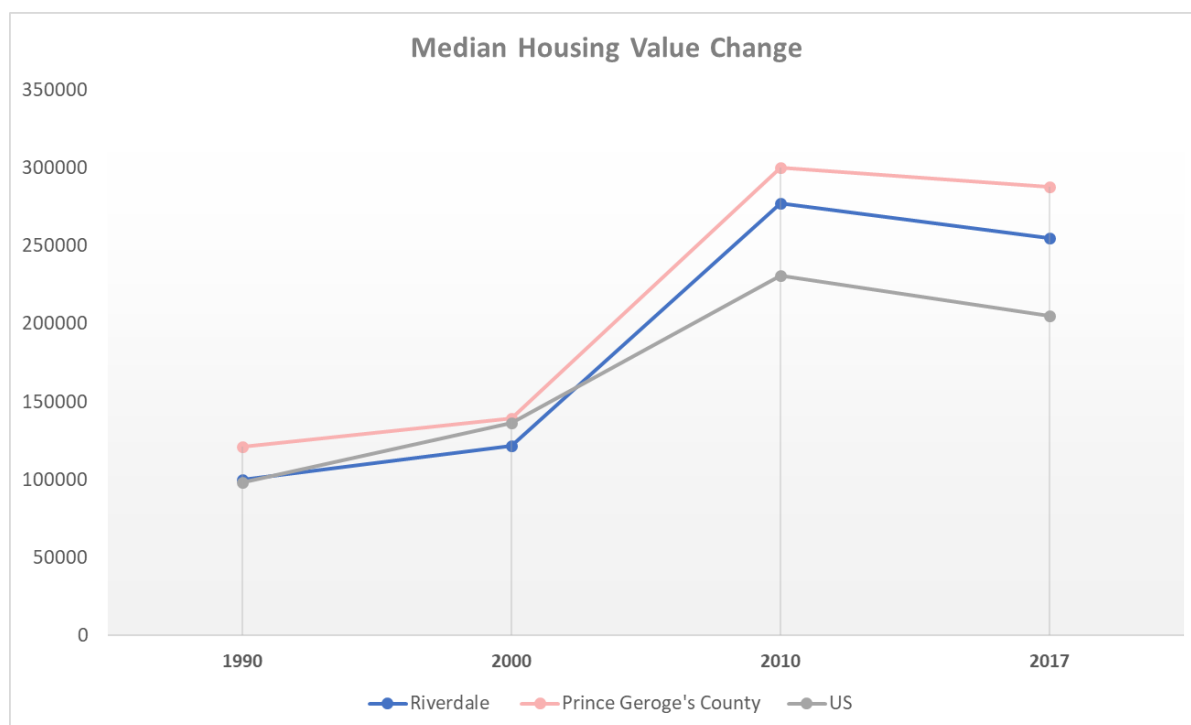


Figure 6. Median Housing Value

Data Source: US Census ACS 5-year note: unit is in dollars

The high cost of property can lead to overcrowding as well as place a higher financial burden on owners and renters, who may not be able to afford as much for other necessities such as food or health care. 12% of the housing units in the Riverdale area are classified as overcrowded (Overcrowding is defined as all occupied housing units with more than one person per room). In the neighborhood bounded by Riverdale Road, the Anacostia river, and Kenilworth Avenue, up to 40% of the units are classified as overcrowded. In some cases, overcrowding is a result of family size or cultural norms, but in other cases it is driven by socio-economic disadvantage. The neighborhood with the highest overcrowding is the same neighborhood with the highest percentage of low-income housing and many resettled refugees.

Table 7. Overcrowded and Vacant Housing Units

	Vacant Housing Units	Overcrowded Housing Units
Riverdale	2%	12%
Prince George's County	3%	4%
U.S.	4%	3%

Data Source: US Census ACS 5-year

Economic Characteristics

The Washington D.C. Metropolitan Area is among the most prosperous metro areas in the U.S. But residents in Riverdale don't all share the prosperity equally. Higher income neighborhoods concentrate on the west and south side of the Riverdale Impact area. Median household income in the Riverdale Impact Area is lower than that of Prince Georges' County. Along the entire transit corridor, Riverdale is also on the lower end of median household income, at \$69,669 compared to \$138,219 in Bethesda, and \$82,661 for the entire transit corridor. The percentage of people living under poverty is slightly higher than that of Prince George's County. But the unemployment rate is lower relative to Prince George's County.

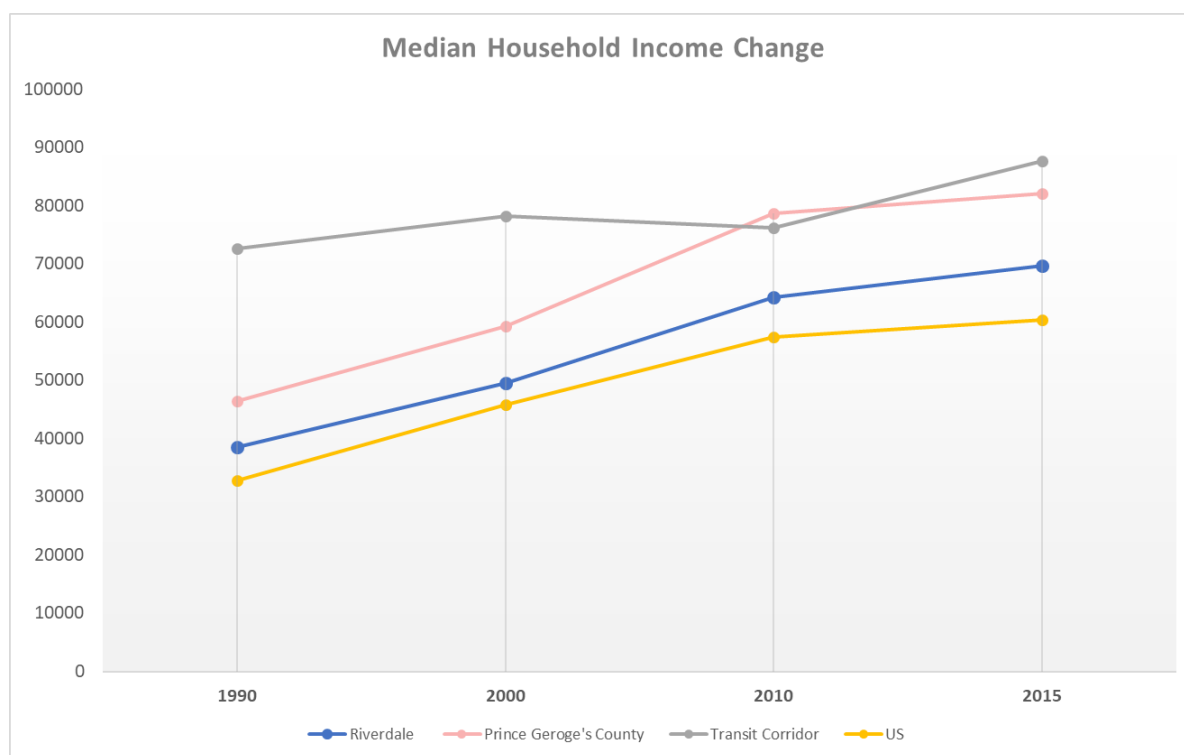


Figure 7. Median Household Income

Data Source: US Census ACS 5-year

The poverty rate in Riverdale is similar to that of Prince George's County, with only slightly more individuals in Riverdale below 100% of the poverty level. Also, a slightly higher proportion of individuals rely on public assistance in Riverdale than in Prince George's County.

Table 8. Poverty Rate

poverty level	below 50%	below 100%	below 200%	over 200%
Riverdale	4%	6%	28%	63%
PG County	4%	5%	14%	77%
US	6%	8%	17%	68%

Data Source: US Census ACS 5-year

The majority of Riverdale's workforce are employed in blue-collar and middle-skill jobs. 23% work in the construction industry, 16% in Education and Health Care, and 14% in Scientific and Professional industries (ACS, 2017). Compared to workers in Prince Georges County as a whole, considerably more Riverdale workers are employed in construction, and considerably fewer are employed in education and health care.

Table 9. Work Industry

	Riverdale	PG County	US
Construction	23%	8%	6%
Manufacturing	3%	2%	10%
Wholesale Trade	1%	1%	3%
Retail Trade	8%	9%	11%
Transportation	5%	6%	5%
Information	1%	2%	2%
Finance	3%	5%	7%
Professional, Science	14%	15%	11%
Education, Health Care	16%	23%	23%
Food, Entertainment	12%	9%	10%
Public Administration	7%	14%	5%
Other Services	6%	6%	5%

Data Source: LODES 7

Education

Educational attainment in Riverdale is significantly lower than that of Prince George's County and the US national average level. Approximately 37% of the population has no high school diploma, while the average level in Prince George's County is only 14%, which is also higher than the national average level of 12%.

Table 10. Educational Attainment

	Riverdale	PG County	US
Less than 9th Grade	24%	7%	5%
9th -12th Grade, no Diploma	13%	7%	7%
High School Degree	25%	26%	27%
Some College, no Degree	16%	22%	21%
Associates Degree	5%	6%	8%
Bachelor's Degree	10%	18%	19%
Graduate Degree	6%	14%	12%

Data Source: US Census ACS 5-year

Hispanic students make up the major demographic category enrolled in local schools. Approximately 57% of Riverdale students are Hispanic students, 35% are Black, 3% non-Hispanic White, and 3% Asian.

Table 11. Enrollment in school

	Hispanic	Black	White	Asian	Other
Riverdale	57%	35%	3%	3%	1%
PG County	26%	64%	4%	3%	2%
US	25%	15%	50%	5%	3%

Data Source: US Census ACS 5-year

Community Perspectives

The quantitative analysis highlighted some noteworthy community characteristics in the Riverdale Impact Area: a high level of immigrant households, significantly lower household income than the average level in the county, old housing stock, and more low wage jobs and lower education attainment than the average level in the county. But what do these numbers mean for stakeholders in Riverdale? How do community members reflect on their experience in Riverdale, and how do they want to move forward in the future? This part of the report includes a summary and analysis of interviews with local schools, faith groups, community leaders, local government officials, developers, and organizations that have interests in improving Riverdale's future.

Interviews with community stakeholders also revealed that the community has a large number of home-based businesses, which are not reflected in the publicly available data: primarily food service, mechanical work, child-care, adult care, and retail, which are not registered and licensed by the local, county, or state authorities. Immigration status and language may be barriers to making these businesses more legitimate. Pervasive distrust among immigrants in the current general political environment is associated with a low level of compliance with local business registration requirements. Political context in Prince George's County has its unique characters due to local historical, fiscal-based reasons. Insights from the community itself is also important due to these conditions.

Summary of Community Perspectives

Community Needs	Information Sharing	Information needs to be shared
		CKAR is not effective enough
		Lack community organization in general
		Lack cultural-based organization
		Language barrier not taken care of
		Collaboration among small business owners needed
	Work Force Training	Limited job training programs in Riverdale
		Immigrants especially in need of job training programs
		Schools have strong will to provide training programs
		Lack partnerships to offer training
		Casa de Maryland provides such programs
		Casa de Maryland is not in Riverdale
	Affordable Housing	Housing stock is old and limited
		Deteriorating housing quality
		More cost-burdened households
		Displacement is a serious concern
		PG County Council doesn't appreciate need for affordable housing
Community Barriers	East-West Divide	Cultural disconnection between West and rest Riverdale
		Reinvestment focuses in West Riverdale
		No presence of anchor institution in East and Greater Riverdale
		Physical degradation happens in East and Greater Riverdale
		Community organization is especially lacking in East and Greater Riverdale
	Limited Commercial Space	Major commercial space held by developers
		Current need for more affordable commercial space
		Needs for strong business retention program
	Inactive Political Environment	Fiscal barriers in PG County
		Perceptual barriers in PG County
		New zoning code will only help in limited ways
		No advocacy for the council member who stands for people's most urgent needs

Note: Interview strategy design, and interview questions to be found in Appendix 1 to Appendix 7

Community Needs

Information Sharing and Knowledge Building

Stakeholders feel disconnected from available up-to-date information and necessary knowledge about Purple Line impacts, such as new tenants coming into the area. Small business owners need more connections to resources and information on related policies, plans, and programs. Stakeholders, especially small business owners and median to lower income households, expressed urgent needs to be better prepared for future change. Among those who expressed interest in understanding policies, many expressed the concern that they only have limited ability to participate in the planning and political process on their own. As the largest community development corporation in Riverdale, CKAR hasn't been highly recognized among stakeholders. They don't feel represented by CKAR yet.

There are no cultural-based organizations who can support information sharing for the large percentage of Latino immigrants in Riverdale. Many related public documents are not translated into Spanish or other languages. Many people in the "hidden workforce" are not recognized officially. According to interviews, there are about 225 child-care services based in homes. In general, there is a lack of community-based organization to actively address the language barrier, citizenship status, and other barriers met by Latino immigrants.

There is no collaboration support for smaller and micro business owners in East and Greater Riverdale and very limited representation of community-based organizations whose focus is on the preservation and advancement of local small businesses. Small business owners need to collaborate based on trustworthy information and understanding. Community stakeholders identified a need for businesses resources, addressing issues such as compliance, licensing, and permit requirements, to be provided in different languages. Stakeholders here should be more outreach to the community on these topics. Small business owners expressed the need for dual language speakers. But there is also a need for an effective platform to reach local residents or connect people to job opportunities. Business owners share a common focus on growing their enterprise, and they are interested in creating a business network designed for information sharing, knowledge building, interfacing with community residents, and providing marketing, advertising and opportunities to foster business growth and hedge against risks.

Work Training and Entrepreneurship Promotion

Job training is very limited in Riverdale. Currently, it mostly happens in individual businesses. On the other hand, schools have expressed the concern that limited education makes it hard for students to find jobs, and especially difficult to find higher paying jobs. This situation is particularly severe among Latino and immigrant students, who now constitute most of the enrollment in Riverdale's primary and middle schools. Riverdale elementary schools and middle schools all have a strong willingness to provide programs to foster apprenticeship, skills training at lower school levels, and entrepreneurship promotion at higher school levels. But they

need partnerships with organizations, institutions or other schools who can provide such training courses in Riverdale.

Small businesses owners expressed the wiliness to train people on the job, but no formalized opportunities currently exist through community colleges or other workforce training providers. Current employment training programs in the area are largely provided by Casa de Maryland, a Latino support organization with many locations throughout Maryland, although local community colleges also participate in some coordinated job training functions. Many of the residents that work with Casa are Hispanic and do not have college training, but Casa's services are open to anyone in the community. Beyond the basic English learning classes at Casa de Maryland, job training and business development topics are largely driven by student interests and worker preferences. These include construction, food service, landscaping, cleaning services, child/elder care, and retail. Casa also provides IT training, which has grown in demand from the area's high school and college age residents. Casa is the only organization in the area providing this training to the Spanish-speaking community. Although they are not located in Riverdale, they have expressed interest in opening a facility in the area if they have the resources to expand into the community.

Adequate and Affordable Housing

Housing in Riverdale is relatively affordable compared to the entire Washington D.C. Area. That's why it has attracted many new immigrants. But Riverdale also has lower-income households compared to the area. Besides the cost-burdened issue described in the previous quantitative analysis, Riverdale stakeholders have also been worrying about the declining quality and overcrowding of local housing stock, which was mostly constructed during the post-war period from the 1950s to 1960s. Due to recent immigration growth and increasing housing value, many immigrant families, especially Latino families, have had to share one dwelling space. Due to citizenship status, some residents avoid reporting code violations in this overcrowding situation. Thus, quality of the old housing stock in Riverdale keeps declining.

Displacement of medium to low-income households and more cost-burdened households have become serious concerns in the local community. A zoning code rewrite in Prince George's County has allowed more inclusive zoning and mixed-use zoning practices that will induce new high-density housing development around Purple Line stations in Riverdale. But instead of applying the change to solve current overcrowding problems or preventing displacement from happening, new profitable commercial and residential properties are more likely to develop along the Purple Line corridor. Without other policies or interventions put in place, housing advocates are concerned that possible benefits from the zoning code update will not be shared among current residents and small business owners. They argue that the change doesn't protect existing residents from displacement, nor prevent housing quality decline in the future. Conversely, Prince George's County Council believes that they have already been providing "naturally occurred" affordable housing in large numbers for a long time, with lower housing costs than the regional average. The incentives for higher density housing near new transit stations, they argue, simply allow them to also realize their regional share of market-rate housing development.

Challenges & Barriers

East-West Divide

Local stakeholders and community partners detect an obvious divide in culture and economic development trends between west Riverdale (Riverdale Park) and the rest of Riverdale by the Anacostia River. New investment focuses in Riverdale Park. New condos for the University of Maryland, College Park (UMC), Whole Foods, Riverdale Station Shopping Center are all located in west Riverdale. Investment is much more limited in the East and Greater Riverdale Areas. The lack of an anchor institution (UMC) or any other reinvestment in East and Greater Riverdale has led to this divide. This economic divide also correlates with the distribution of racial groups in the area. African American families mostly reside on the east side of Riverdale, while Non-Hispanic White families are mostly located in Riverdale Park, the only incorporated area in this study. A linkage on the two sides should be made.

Also, perceivable physical degradation is mostly happening in East and Greater Riverdale. There is very limited public space for the community to carry out dynamic activities. Outdoor environment is not just unpleasant, but often posing a dangerous impression for people who take activities outside. Riverdale became a place that people only want to quickly drive by, instead of staying or having interactions with local businesses. Furthermore, East and Greater Riverdale lack prominent community-based organizations, and those organizations that exist there are poorly connected with other organizations and residents. This lack of public space and of effective community organizations in Greater Riverdale exacerbates the economic, cultural and physical divide problems mentioned above.

Underutilized Commercial Space

All the commercial shopping centers in Riverdale, including the Riverdale Shopping Plaza, East Pine Shopping Center and multiple strip malls, are highly under-utilized. Meanwhile, many current businesses are located in single leased establishments, facing high commercial displacement risk and code violation problems. Business owners who have chosen to stay and grow their businesses in Riverdale have made the commitment to stay in Riverdale as they believe its proximity to Washington, DC, Baltimore and Annapolis will help them to grow in the future while also allowing them to market their businesses more effectively. But they have started to see that future commercial development is already disconnected from their needs due to limited available and affordable commercial space to them. This limitation leaves current small businesses vulnerable to possible displacement resulting from Purple Line development. A vision for stable commercial spaces is formed in this light. Small business owners think that incentivizing retention and redevelopment programs for current commercial activities that cater to local community needs is an urgent issue to be addressed.

Unsupportive Political and Social Environment

Currently, the Prince George's County Council and most of the council members generally don't have the political willingness or plans to intervene in future development

processes. They don't necessarily share the vision of medium to low-income households in Riverdale. Equity programs in Prince George's County have been lacking for a long time. Prince George's County policies have limited emphasis on increasing the Hispanic population's impact on local society and economy. The county currently doesn't have any plans to introduce such programs into the county, even though current residents in Riverdale need help from the rapid changes in the community brought by Purple Line construction. Instead, the county government maintains a wealth-building philosophy. The reasons behind this inactivity should be understood.

The lack of political will to promote equity programs is due to budgetary challenges in the county. While a lower median housing value has attracted immigrants to reside in the area, it also affects the property tax base in Prince George's County Council, resulting in a lower budget for the county compared to its neighbors. Compared to other communities along the Purple Line corridor, the median housing value in the study area is the lowest, which is only \$255,170 in Riverdale, and \$287,800 in Prince George's County. For its neighbor Montgomery County, the median housing value is \$475,300. In the University of Maryland section along the Purple Line Corridor, median home value is \$378,000. In the Silver Spring section, median value is \$538,394, and even much higher up to \$828,656 as the median home value at the western end of Purple Line corridor.

The dilemma is that, in order to raise more tax revenue that would support more anti-displacement programs, Prince George's County need to have more commercial development and market-rate housing first, which is supported by the recent zoning code rewrite. Affordable housing development is also facing barriers from the public. Some residents find subsidizing affordable housing a mistake and threat to their community's future. They believe that more affordability will only concentrate more poverty.

This perception barrier of the government and the public makes it even harder for several elected officials to carry out their goals as they envisioned. Councilwoman Glaros, from District 3, where Riverdale Impact area is located, is much more supportive of policies for affordable housing and support of small neighborhood businesses. However, due to a systematic lack of advocacy in the local community history, she is mostly on her own. In addition, lack of trust among immigrant households, because of fears in the current political environment, make community organization and advocacy especially difficult in this area. So, in addition to fiscal-based and public perception barriers, the lack of community organization has become the first obstacle laying in front of people to even start to tackle this problem.

Preliminary Strategic Framework

Based on the previous quantitative analysis and qualitative perspectives, this section will offer a preliminary framework for CKAR CDC to strategically strengthen its organization in the Riverdale communities to design its future actions around the needs of Riverdale residents and small business owners, and to continue to engage the public in the future. This preliminary strategy development is built around three main goals: (1) Cohesive Community, (2) Livable Neighborhood, and (3) Business Safety Net. The section will then provide place-based strategies to help realize these goals.

More than ever, Riverdale needs a cohesive community to face the coming challenges brought by Purple Line construction and grasp the opportunities. Riverdale needs community organizations that it lacks now to bring divided communities together, to collaborate, represent and address the varied needs of its stakeholders. Community organizing and public engagement is the starting point and the fundamental source of power building for the community to start dealing with the many difficulties they're facing. With organized information sharing and community efforts, Riverdale can start preserving current affordable housing to stabilize the living environment, improving degraded infrastructure to create a safe, attractive neighborhood, and helping more small businesses to stay put. The following diagram depicts the goals as a pyramid in which each one below supports the upper level goal.



Cohesive Community

Many difficulties facing Riverdale are derived from the long-time divided communities and the lack of information sharing, education platform, community organizing, and public engagement. To address these challenges and achieve a more cohesive community, this part sets up three main goals: (1) Strengthen community organizing based on the existing CKAR CDC, (2) Establish connections through the entire Riverdale area, and (3) Provide stronger support for the large number of Latino immigrants in Riverdale.



Strengthen Community Organization

As the only local CDC, CKAR has been established in Riverdale Park, the only incorporated area (West Riverdale) for over 18 years. In 2019, with support from Kaiser Permanente, CKAR is on the verge of expanding its coverage to more Riverdale communities in the newly defined boundary.

With the most local knowledge and familiarity with local communities, CKAR CDC should be established as a host organization in Riverdale to set up a platform to coordinate with other institutions, organizations and non-profits to deploy services across Riverdale. Also, in order to address varied needs in Riverdale, CKAR CDC must strengthen its presence and services in the entire Riverdale study area by collaborating with other organizations in the

Washington D.C. area who share interests and vision in Riverdale's future. For a start, CKAR should form a collaboration with CASA de Maryland, University of Maryland College Park, Prince George's County Community College, and Bowie State University. CKAR should also include representatives from M-NCPPC, Prince George's County, the Town of Riverdale Park, Purple Line Corridor Coalition, the National Center for Smart Growth at UMC, Transforming Neighborhoods Initiative of Prince George's County, Central American Resource Center in Washington D.C., and Latino Economic Development Center in Washington D.C.

Balanced Development Throughout Riverdale

Due to its previous lack of presence in Greater Riverdale, lifting up CKAR CDC's presence in Greater Riverdale community via marketing to broaden public awareness of the organization and service offerings is necessary in the short term. This marketing process will help identify potential leaders, representatives in local communities and start community collaborations. The Town of Riverdale Park has also expressed their willingness to expand services outside of its incorporated area to East and Greater Riverdale. Thus, collaboration between CKAR and the city to provide services in the entire Riverdale area is highly recommended. The East Beacon Heights Association, located in East Riverdale, is also a potential partner ready in place for CKAR. The East Beacon Heights Citizen Association now focuses on East Riverdale and African-American communities. CKAR should also help UMC extend their presence beyond Riverdale Park.

Lack of trust in institutions, reliance on family-based support networks, and community fragmentation create systematic barriers facing Riverdale, with immigrants from different national origins and historically-formed cultural communities. It will take a long time to tackle trust issues and form a shared sense of community. It's important for CKAR to start building trust now within immigrant communities in addition to providing much needed services in a consistent manner. Houses of worship in Riverdale are key anchors and support systems for many communities of color, including Latino immigrants, African-American families and businesses. CKAR should utilize church facilities as meeting places for grassroots efforts including education and work training. Faith group leaders have already been trying to collaboratively help their congregants, but they haven't been able to establish a formal platform, because immigrants' long working hours impede community organizing. CKAR needs to form a close collaboration with faith group leaders, help them bring their shared vision and efforts together. Many immigrants and refugees visit Churches regularly and have strong connections and faith within churches.

In addition to faith groups, schools have also claimed that they don't turn away any children who need help, and they hope for more collaborations that can provide more resources and services to the children and their families in need. In addition, schools are willing to provide training programs to help their children transfer to the next step in life more smoothly after school. Because parents come to schools to attend activities regularly with their children and teachers. CKAR should collaborate with schools and utilize such occasions to reach out to

residents. Inclusion of primary schools, middle schools, and local religious groups regularly will significantly enhance CKAR's presence in Riverdale and assist CKAR in establishing trust with local communities with CKAR's services.

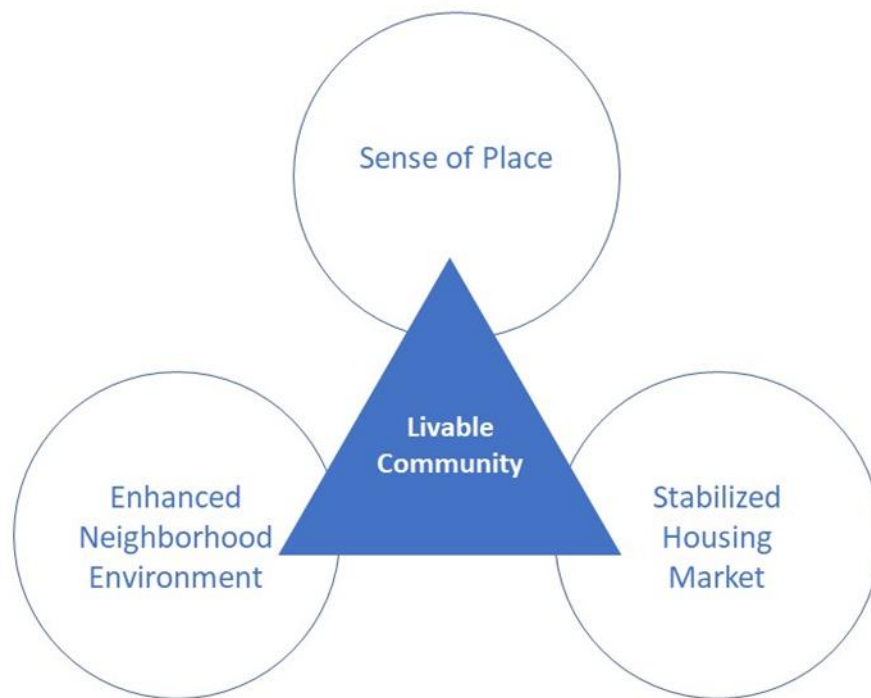
Besides the current headquarter located in the downtown area, CKAR should also establish branches at convenient locations inside neighborhoods for residents to have easy access to services. A convenient location will help build connection and trust within local communities as some immigrants may feel uncomfortable to come to the downtown area.

Sufficient Support for Latino Immigrants

According to American Community Survey data, the Latino population (mostly Mexican immigrants) composed 52% of the total population in Riverdale in 2017. Because of undocumented immigrants not responding to the census, the actual Hispanic population probably is higher than that. CKAR should start facing this huge demographic change that happened since its establishment. Built on previous strategies mentioned above, CKAR should also help CASA de Maryland establish a branch in Riverdale. CASA de Maryland has successfully advocated for Latino population and small businesses in the neighboring City of Langley Park. CASA can help CKAR establish a central information clearinghouse by applying a Toolkit of ESOL resources, and advocate for transcription services in other languages used in CKAR, local schools, and SBDC. Besides dealing with issues like citizenship status and language barriers, CASA de Maryland should also participate in advocating for assistance for small businesses and residents to stay in place, working together with Councilwoman Glaros and the County government to seek policy solutions.

Livable Neighborhoods

Riverdale faces many physical challenges that affect the basic wellbeing of current community members: Degraded infrastructure, lack of pleasant public space, limited access to healthy food, immediate threats to the current affordable housing stock, and schools with depressing learning environments. To address these barriers and achieve more livable neighborhoods, this part sets up three main goals: (1) Preserve current affordable housing and mitigate the risks of displacement, (2) Enhance neighborhood environments, and (3) Create a sense of place for Riverdale.



Stabilize Living Environment

In the short term during Purple Line construction, overcrowding issues might be worsened due to housing value increases and a steadily growing immigrant population; some reluctance to report code violations due to citizen status might lead to further declining of housing quality. The Prince George's County 2035 General Plan has proposed to set up special affordable housing protection districts (Commission T. M.-N., Prince George's 2035 Approved General Plan , May 2014). The text part of the new zoning ordinance of Prince George's County was passed in 2018, but there are no specific zoning policies in the county for the protection of current affordable housing. Some risks related to housing can be mitigated when Riverdale strengthens its communities for resident advocacy and collaboration with the County Council.

In 2018, in partnership with Enterprise Community Partners, Prince George's County prepared Housing Opportunity for All: Comprehensive Housing Strategy, a report that sets three primary goals: (1) Support existing residents, (2) Attract new residents, and (3) Build on strategic investments and submarket conditions. The report also provides dozens of cross-cutting strategies and targeted strategies related to realize each of these goals. Many of the strategies cannot just be carried out by the county itself. And the strategy roadmap in the report has also pointed out the necessity of the engagement of community in many ways.

While building community organizing power, CKAR should take the responsibility to educate residents in Riverdale about the possible impacts on housing caused by Purple Line construction. Residents need to be informed of various changes that could happen to them and important timelines for what they can do to best protect themselves and their community. Prince George's County has a Homelessness Solution program that offers short term rental assistance, and a Pathways to Purchase program that provides long-term support. The Housing Initiative Partnership provide access to anti-displacement programs. People in need are not aware of many existing programs.

Strategies provided in the Housing Opportunity for All report, such as the expansion of the Prince George's County Housing Investment Trust Fund, and improvements to the inclusionary zoning code, all need executive and legislative leadership. And to expand previous programs and establish new equity programs, organizations like CKAR in the county should also organize community members to actively collaborate with the county and hold the county accountable to many of the strategies and solutions during the implementation process.

Renters in Riverdale are under immediate threat as the Purple Line's construction takes place. This problem is especially acute in Riverdale, because 44% of housing units in Riverdale are occupied by renters, which is significantly higher than that of Prince George's County and the national average. For the short term, renters need to be connected to anti-displacement programs. For the medium- and long-term, the Housing Opportunity for All report recommended Housing Investment Trust Fund expansion to increase rental housing supply and preservation ordinances that come with certain requirements that developers must adhere to when redeveloping around transit stations. CKAR needs to collaborate with PLCC, NCSG, and Enterprise Community Partners, and take an active role in advocating for renters in Riverdale to realize the beneficial terms as much as possible for its existing community members.

Enhance Neighborhood Environment

Degraded street infrastructure, uncomfortable pedestrian spaces, and limited public space are results of long-time disinvestment, and they have also impaired Riverdale's ability to enhance its customer experience and develop evenly as a cohesive community. Other than the downtown area in Riverdale Park, the entire Riverdale community is only a place for people to drive through.

Currently, the only well-designed public and green spaces are located on the west side of Riverdale. East and Greater Riverdale have few such public spaces. More open space, green space, and playgrounds need to be designed, built and linked by improved pedestrian spaces in this area. This is also a requirement mentioned in Prince George's County sector plan. In addition, Mr. and Mrs. Xi are willing to provide their 1.8 acres of vacant land for small business owners to sell their cultural food and goods or hold public activities to improve the public realm and attract more customers to Riverdale. In the short term, residents can utilize the empty parking lots outside of the strip malls, and the empty field provided by the Mr. and Mrs. Xi. To set up a temporary gathering space for some activities, CKAR can help with temporary and movable outdoor furniture for food festivals.

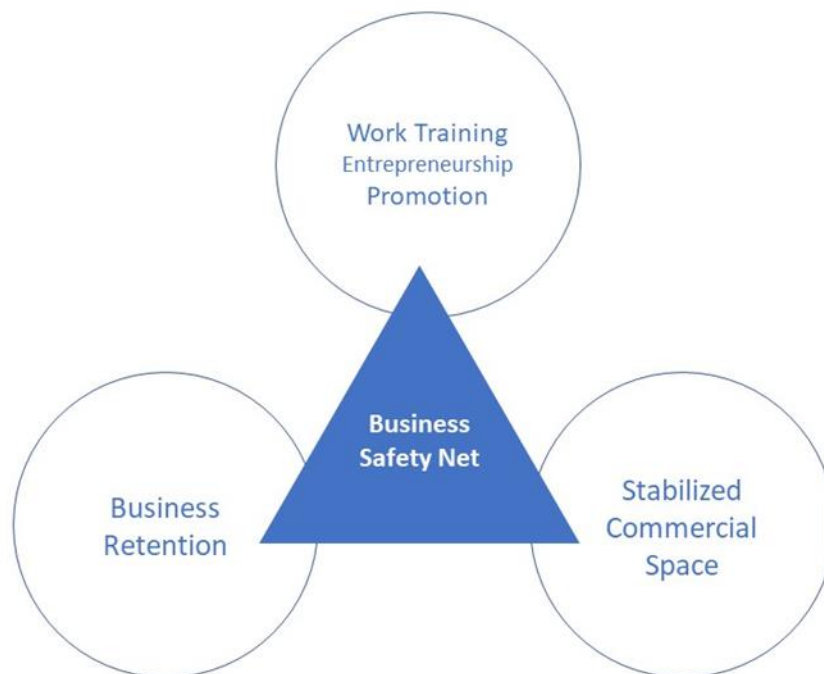
CKAR should also collaborate with the University of Maryland and M-NCPPC to hold design competitions for improving Riverdale's public spaces, and facilitate the cooperation between school, planning department and local community members to involve multiple sides on creating public spaces. To build a safe, well-functioning, dynamic public environment that attracts people to stay in Riverdale and residents to come out to hold activities needs long term investment. The establishment of community organization will assist in the process.

Create A Sense of Place

Built on the improvement of public space, the new environment should also emphasize and embrace the culture of Riverdale that will allow its diverse community members to find a sense of belonging in Riverdale and cultivate a neighborhood identity for people to recognize and enjoy the place. All community-based groups should be included in the process of creating the identity of neighborhoods. Some key areas identified by residents can be created with specific placemaking efforts. Like neighborhood environment enhancement, this process will be in the long term, and will require constant community participation and collaboration with the University of Maryland, the county council and developers.

Small Business Safety Net

Riverdale has a diverse mix of businesses. Many of the smaller businesses and home-based businesses cater to local community needs and are not reflected in publicly available data. Some small business owners are left under high risk of displacement due to limited available commercial space for them. Economic barriers also lead to additional social issues. Lack of work training programs in Riverdale makes young immigrants especially vulnerable, as they face newly emerging gang issues after middle school graduation. To create a safety net for local businesses, this part sets up three main goals: (1) Local small business preservation, (2) Available commercial space, and (3) Work training and entrepreneurship promotion programs.



Available Commercial Space

The plan of the Purple Line construction has attracted some developers to purchase business space centers since 2014. Currently, commercial center property vacancy is high, while other business properties are overcrowded. Due to immigrant status and increasing commercial property rents, multiple small businesses often share one commercial space. With increasing commercial rents and redevelopment induced by Purple Line, there's a serious worry about displacement among small business owners.

In the short term, CKAR should cooperate with Mr./Mrs. Xi who own 1.8 acres of land in East Riverdale and seeks shared community benefits for their land use. Small businesses who lack proper space can move into the area and form a small business cluster. CKAR should invite CASA into Riverdale to support small home-based, minority & immigrant-owned businesses to meet compliance, licensing & other requirements that can keep their doors open in the long-term. CASA can also help establish a child-care and elderly-care Co-operative with trusted partners to create a formal system of business support for home-based care providers.

CKAR should also reach out to the county council to arrange regular focus group talk with developers who own the current commercial centers and new developers who are coming into Riverdale to establish a shared perspective for Riverdale's future based on an understanding of existing community members' needs. With collaboration with community members, CKAR should actively advocate for the urgent needs of local small business owners and aim to have a stronger, and more specific zoning ordinance to protect local business owners.

Business Retention

During Purple Line construction, small businesses will possibly suffer from significant declines in sales. The Maryland Transit Authority is required to provide signage and street access for businesses and consumers. But it won't be enough to help business owners who will bear the most foot traffic loss. Montgomery county has assistance programs to offer small business loans to such small business owners. But due to fiscal barriers and a lack of political will, Prince George's County hasn't yet established any small business loan assistance programs.

To address this barrier, local property and small business owners first need to come together and define their shared vision into the future. Currently, there's no business network in Riverdale besides the Riverdale Park Business Association, which is established only in the incorporated area. CKAR should help to organize small business owners in unincorporated areas to form their own network, define their goals, and expand the organization of the current association in Riverdale Park to retain small businesses across the area.

The Prince George's County East Riverdale Sector Plan (The Maryland-National Capital Park and Planning Commission, 2017) has recommended forming a Business Improvement District (BID) as an option for property owners and small business owners along the Purple Line corridor to organize and strengthen community power, improve the physical environment, and create a more unified branding and marketing system. Even though the BID has official support, it might still be too large of a new commitment for small business owners in Riverdale at the current stage. According to focus group interviews, most small business owners in the unincorporated area of Riverdale have never had any experience formally organizing themselves or on such a large scale before. A BID requires careful planning and administration, including legal and tax provisions. Thus, establishing BID in Riverdale would be unrealistic in the short term.

Instead, CKAR should keep helping business owners form and expand a business association or even an informal organization dedicated to small business network building. The first step is to explore and test different kinds of services to be provided and different funding methods.

Work Training and Entrepreneurship Promotion

CKAR should form partnerships with CASA de Maryland, Bowie State University and Prince George's County Community College who are interested in offering work training programs, entrepreneurship promotion programs and other relative services. They also have a strong will to collaborate with local organizations, and middle and high schools to establish such programs in schools, churches and local community organizations' platforms. The programs can also be carried out in cooperation with the County and developers who own vacant commercial land that can be used as training locations.

CKAR should also collaborate closely with faith groups by helping CASA de Maryland, the Small Business Development Corporation and others set up sites in churches in Riverdale to provide workforce training for non-English speaking workers. Their services may include on-job/simulation training, entrepreneurship/business planning, apprenticeship programs, financial education, community advocacy, and providing business resource/information to existing businesses. In addition, construction job apprenticeship opportunities will be open for high school students during Purple Line construction.

CKAR needs to cultivate more job opportunities in food service industries by establishing incubators such as a commercial kitchen to provide space and training opportunities for small business owners. Food service and multi-service retail businesses are likely economic growth engines for Riverdale that are not fully reported in publicly available data. Many small businesses contribute to the area food industry that caters to local cultural groups. And more importantly, success in food service and retail businesses significantly relates to the overall wellbeing of Riverdale's increasing Latino communities. Many immigrant children may not have a chance to enter Riverdale High School. And they are also more likely to be expected to help their families to run businesses at a very young age. Lack of job and education opportunities for them has, to certain degree, led to the emerging MS-13, a gang that already has caused multiple violent crimes in Riverdale.

With a philosophy of attracting more formal businesses and new customers, Prince George's county has no political will to recognize or protect such small businesses mentioned above. But serious social issues like emerging violence won't go away if local practices keep pushing vulnerable groups out of opportunities and out of the places they have lived in for decades. CKAR needs to collaborate with CASA to integrate better communication channels between both local municipalities and Prince George's County around compliance requirements, utilizing vacant commercial spaces for creating business incubators, creating retail pop-ups, and other initiatives designed to support and retain existing businesses.

Conclusion

Behind the challenges and barriers facing Riverdale is residents' lack of faith in participation in political process, a limited interest in self-organizing, and a systematic distrust in current political trends. This structural weakness has made communities in Riverdale particularly vulnerable to transit-induced displacement. The arrival of the Purple Line has provided and will continue to induce many opportunities for physical environment enhancement and economic/business growth in the Riverdale Impact Area. While Riverdale is on the verge of change, it's important for CKAR to start building capacity within existing residents and business owners to cultivate a more inclusive and equitable community in Riverdale.

This report examines quantitative data that characterize the Riverdale Impact Area, analyzes interviews of stakeholders from both public and private sectors, and identifies a series of goals aimed at improving the fundamental structure for community organizing and creating specific programs/policy tools the Riverdale community should pursue. The report also points out how CKAR should fit into this community organizing building process, potential partners for CKAR, and other responsibilities CKAR should actively take to promote the wellbeing of existing residents and business owners.

Despite the long-term disinvestment that has distressed current residents, Prince George's County has served as an ideal and valued place for median and low-income families to own a home and improve their overall financial stability in the Washington D.C. area. New investment is finally coming into this county, and this should not become bad news for the local community that has lived in Riverdale for decades and significantly contributed in economic, cultural and political terms. From this standpoint, the report recommends a strategy framework for CKAR to guide and help communities organize and share the development growth while continuing to contribute to Riverdale.

Appendix

Appendix Item 1: Interview Strategy Design

In order to identify unmet needs and opportunities that CKAR and KP could support through the Place-Based Initiative, the main purpose of Environment Scan is to gain perspectives from community representatives about community asset, needs, barriers, challenges, business opportunities and challenges, as well as perceived economic opportunity in local communities. And the scan will also aim to identify potential partnership, investment, advisor and best practices for Riverdale impact area. These purposes for environment scan are decided during the several initial meetings and the kick-off meeting with CKAR and KP.

Our interview process includes three parts. The first part is for the Enterprise team to start a ground to design interview questions and identify Riverdale stakeholder interviewees. The second and third part of interviews emphasizing on different types of questions happened in the same time range from June to August contributing to the main part of community perspective analysis, partnership identification and strategy framework building.

Part One: Gather Preliminary Insights

The first phase focused on interviews taken within KP, CKAR, and Enterprise Community Partners, including interviewees from CKAR (executive director, board of directors president, evaluation strategies coordinator), interviewees from KP (Executive director of community health, Director of community health, Program manager of Community Health), and interviewees from Enterprise (Vice President, Senior Director at Enterprise Community Partners, Mid-Atlantic State & Local Policy Director). The interviewees selected all have experience coordinating with communities in Riverdale and Prince George's County from former planning and consulting works in Prince George's County. Each interview took about 30 minutes to an hour. The questions used are the "general question list". The main purpose is to let interviewees share their thoughts about Riverdale and Purple Line on Riverdale's assets, strength and weaknesses and recommend interviewees and interview methods for future interviews in each category of local businesses, anchor institutions, government entities, community-based organizations and residents. This phase helped us to gain an initial understanding of the target area, and identify interviewees from key anchor institutions, community-based organizations, and local government officials for the second phase.

Part Two: Riverdale Stakeholder interviews – Institutions, Government entities, Organizations

Building on information gained from previous interviews, we built Riverdale Stakeholder Interview list and kept updating the list based on new information gained. For this part of interviews, we reached out to major anchor institutions, organizations and government entities in PG county, Riverdale Impact area, and surrounding area, including Purple Line Corridor Coalition, University of Maryland's National Center for Smart Growth, CASA de Maryland, Latino Economic Development Center, National Association for Latino Community Asset Builders, Purple line Transit Partners, The Maryland National Capital Park and Planning Commission, the Maryland Small Business Development Center, Prince George's County Transforming Neighborhood Initiatives, Prince George's County Economic Development Corporation, Prince George's County Council, Town of Riverdale Park Office of Development Services, Riverdale Park

Business Association. Each interview took about 30 minutes to an hour. The questions used are anchor institution/neighborhood association question list and official question list. This part of interviews helped us gather information from key influencers and decision makers in Riverdale and related areas who have been working around Purple Line related planning issues, Latino Community related issues. They provided explanation of their roles and work, lessons learnt, best practices, relative policies, programs, and their understanding of strength and weaknesses of Riverdale communities.

Part Three: Riverdale Stakeholder Interviews – Residents, Community-based organizations, Business owners, Faith groups, Schools, Developers

This part of interviews focused on local schools, local faith groups, community-based organizations, small business owners, developers, residents in Riverdale. Based on previous interviews done, we continue to identify and try to cover all types of stakeholders in Riverdale, and as many as we can. In this effort, we interviewed school principals and community resource advocate & assistants working at local primary schools, middle schools and high schools in Riverdale who directly help children and families in need, four developer groups who own all local commercial center space in Riverdale impact area. We met with local faith group leaders in the form of a focus group discussion. We interviewed vice president of Beacon Heights Citizens Association which serves neighborhoods in East Riverdale, Neighborhood Design Center, Centro de Apoya Familiar in Riverdale Park. As the only local CDC based in Riverdale Park, CKAR helped Enterprise team to reach out to local small businesses owners and residents in the study area, organized small business owners and residents focus group meetings, and meetings in individuals. These interviews and discussions normally took one to two hours.

Enterprise team conducted 44 interviews in total to gather and analyze qualitative information from different perspectives of Riverdale stakeholders to provide a relatively comprehensive picture of the study area, including anchor institutions, local business owners, government entities, community-based organizations and residents. The 8 preliminary interviews are summarized as presentation slides to report to KP and CKAR for meeting discussions. For 32 interviews, we took notes during the interviews in digital form or in papers. We transcribed 4 interview notes from interview recordings. Enterprise team analyze and discuss about the qualitative data from interview results once a week during the team check-in. Enterprise team also holds a summary presentation and discussion meeting about interview contents with CKAR and KP teams once a month.

Limitations of the interviews:

The organizations that focuses on serving Latino communities provided precious insights about challenges, barriers, and best practices in Latino community public engagement process which is phenomenal. However, we can hardly verify these organizational insights from local Latino residents in Riverdale during our residents and small business focus group meetings. Only a small number of residents (20 local residents) and small business owners (8 business owners) actually joined the focus group meetings and expressed their perspectives on Riverdale, even though CKAR and Enterprise teams have reached out to local people in person and sent out different formats of invitations in both English and Spanish to all local households.

As Riverdale Place-based Initiative is a short-term study program, we decided not to force ourselves into local Latino communities. The concern is that we don't have enough time to build trust among Latino immigrants, and our short-term intervention might cause more unnecessary harms to local communities

than actual help. Besides, in 2018, Enterprise teams have conducted more informal interviews with local Latino communities while working for the Opportunity for All Affordable Housing program for Prince George's County. Relative insights from former works are included in presentation slides summaries. However, this still cannot fully make up this loss of perspectives from the local Latino communities.

Appendix Item 2: Questions for Riverdale stakeholders in general

1. What does the Riverdale community need to thrive?
2. What are the challenges in Riverdale?
3. What barriers need to be removed in your community to make Riverdale a place of promise that embraces inclusive growth?
4. What are the missing pieces that can support economic opportunity/mobility yet still remain untapped?
5. What are the strengths of local businesses along the Purple Line corridor, and across the Riverdale community at-large?
6. What are the weaknesses of local businesses along the Purple Line corridor, and across the Riverdale community at-large?
7. What types of small businesses are good investments in Riverdale?
8. Share your thoughts about the Purple Line?

Appendix Item 3: Questions for Business Owners/Entrepreneurs

1. What is working well for you as a business owner? Why?
2. What is not working well with your business? Why?
3. What are your business needs to ensure long term success for your establishment?
4. What supports do you need to further expand your business?
5. To attract new businesses in the area, what barriers need to be removed?
6. What are the strengths and weaknesses in Riverdale that impact local businesses and the economy overall?
7. What types of businesses are needed that do not currently exist in the neighborhood?

Appendix Item 4: Questions for Developers

1. Describe how conditions such as property values, taxes, etc. have impacted businesses in
2. Can you suggest available spaces/locations available or suitable for an incubator space?

3. What are the community's assets that you believe fuel the economic growth in the community?
4. Have there been any “new” businesses” that have come to Riverdale?
5. Have you seen any “business closures” in Riverdale?
6. We understand that you may have committed to investing in Riverdale. Would you be willing to share with us your vision, and the neighborhoods you’ve identified for targeted investment?

Appendix Item 5: Questions for Neighborhood Associations/Community Stakeholders/Residents

1. Tell me about your role and participation in the community. (tell your story)
2. What neighborhood(s) do you serve? What would you say are assets in the community?
3. What are the missing opportunities or pieces in the community?
4. What types of business investments are needed in the community?
5. What are the strengths and weaknesses of local businesses in the community?
6. Can you tell me who are other civic/community organizations in the local neighborhood?
7. Who are the anchors we should speak to?
8. Do you know a “local resident” who has capacity/investment interests in the neighborhood?
9. Who are the local community leaders, clergy/faith leaders that serve as community leaders that we can speak with?
10. What does a place of promise look like to you?
11. What does the community need in order to thrive?
12. What makes you feel most hopeful?

Appendix Item 6: Questions for Anchor Institutions

Vision/Plan/Strategy Questions:

1. We understand that you may have committed to investing in Riverdale. Would you be willing to share with us your vision, and the neighborhoods you’ve identified for targeted investment?
2. Do you consider your institution an actual anchor institution in the community, and if so, what does that mean to you? Follow Up: How have you defined your role?
3. Does your institution have an established vision or master plan for the targeted area(s) that you can share with us?
4. What is your reinvestment strategy?

Local Market Questions:

5. What products, services or types of businesses does your community need? Explain?
6. Please describe your partnership interests in small businesses in the targeted neighborhoods.
7. What would spark your interests to support an incubation system that uniquely focuses on both sound business growth and job creation.
8. Are you either investing in, or partnering with, other anchor institutions to support increased economic opportunity in the area? Follow up: If so, what is your anchor institution strategy?

Appendix Item 7: Local Officials/Influencers

1. Tell me about your role. (tell your story)
2. Brief introduction of local social, political context. What are the strengths, barriers, challenges in the community? What are the missing opportunities or pieces in the community? What are the community's assets that you believe fuels the economic strength in the community?
3. Brief introduction of economic development trends in PG county and Riverdale.
4. How do you stabilize businesses around here? If new businesses come, what types of businesses will best support this community?
5. What is the policy environment like in PG county, and Riverdale for affordable housing needs?
6. What are the limitations on local small business preservation with respect to recent zoning rewrite?
7. What are the resources in PG county?
8. What are the policies that can best support this community?

Appendix Item 8: Documents/Programs Review

1 - Main Programs

Programs	Central Kenilworth Ave Revitalization Community Development Corporation (CKAR)	CKAR is a 501c(3) non-profit organization that forms strategic partnerships to implement projects in our Greater Riverdale community including workforce training/job development, environmental sustainability, business retention, advocacy and economic and community development.	Central Kenilworth Ave Revitalization Community Development Corporation (CKAR)
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	Prince George's County Housing and Community Development (DHCD)	The Department of Housing and Community Development (DHCD) serves as the County chartered department responsible for the administration of the U.S. Department of Housing and Urban Development (HUD) entitlement programs, including Community Development Block Grants (CDBG), HOME and the Emergency Solutions Grant (ESG) at the local level.	Prince George's County Housing and Community Development (DHCD)
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2 - Housing-Related

Policy	None available for this area	Density Bonus Right of First Refusal Parking Waivers Deferred Land Sales Public Land Disposition Public Safety and School Charge Exemption Revitalization Tax Credit	Prince George's County Economic Development Corporation (EDC)
Programs	The Accessory Structure Grant Program	<p>This grant helps Riverdale Park residents repair and /or replace accessory structures on their property, which includes, fences, detached garages, and sheds. This program allows for residents to replace chain-link fences with fences of different materials. The purpose of this program is to enhance the overall appearance of residential properties for quality housing and neighborhoods. Eligible Applicants - Any owner-occupied single-family residential property in the Town for which all property taxes and other financial obligations to the Town are paid.</p> <p>Geographic Boundary - R-55 Zone (Single-Family Residential)</p> <p>Maximum Award - Grant not-to-exceed \$1,000 per property per year.</p> <p>Open Application Period - Applications are accepted on a continual basis.</p> <p>Required Match - Awardees must demonstrate the applicant's dollar-for-dollar match (1:1).</p> <p>Use Restriction - Ineligible uses include any work performed on primary structures or other non-accessory structures on the premises and any</p>	Town of Riverdale Park Office of Development Services

		<p>work to repair chain-link fences.</p> <p>Limitation - This program does not waive any permit or development related fees imposed by the State, County, or Town.</p>	
	None available for this local area	<p>Housing Production Program</p> <p>Pathway to Purchase</p> <p>Housing Rehabilitation Assistance Program (HRAP)</p> <p>Housing Choice Voucher Program</p> <p>Moderate Rehabilitation Program</p> <p>Veterans Affairs Supportive Housing</p> <p>Homeless Rental Assistance</p> <p>Rental Allowance Program</p> <p>Clean Energy Programs</p>	MNCPPC, or EDC
	Housing Investment Trust Fund (HITF)	The fund will support two new programs – the Workforce Housing Gap Financing Program and the Pathway to Purchase Program. The budget allocates \$2.6 million for the Workforce Housing Gap Financing Program and will enable the County to support the development of viable, mixed income communities by providing gap financing for the development of decent and quality workforce housing. The Pathway to Purchase program provides assistance to eligible approximately 150 first time homebuyers to purchase owner occupied or vacant residential properties in the County.	RDA (Pathways to Purchase administrator) - The Redevelopment Authority
Planning Documents		Prince George's County Comprehensive Housing Strategy – Housing Opportunity for All (2018)	

3 - Workforce Development-Related

	Prince George's County Transforming Neighborhoods Initiative (TNI)	The Transforming Neighborhoods Initiative (TNI) is an effort by the county to focus on uplifting neighborhoods in the county that face significant economic, health, public safety, and educational challenges. Through this initiative, the county will improve the quality of life in those neighborhoods, while identifying ways to improve service delivery throughout the county for all residents.	Prince George's County Transforming Neighborhoods Initiative (TNI)
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	Prince George's County Workforce Program	<p>The Prince George's County Workforce Program offers job skills and life skills training, paid internships, job placement services, GED preparation, one-on-one tutoring, case management, and support services for out-of-school youth ages 16-24.</p> <p>Youth without a high school diploma have the opportunity to take GED classes to prepare them for taking the exam. These classes focus on writing, reading, social studies, science, and math. Academic tutoring is also provided as needed. If a participant wishes to continue with school, the GED Instructor will help him/her identify and apply to an appropriate post-secondary academic program and complete the Free Application for Federal Student Aid (FAFSA). MMYC's classes are held at our Riverdale office.</p>	The Latin American Youth Center (Riverdale, MD)
Planning Documents	Work with CKAR (2015)	CKAR developed the Greater Riverdale Career Empowerment Center, offering workforce training and career development programming. This center has been designed to offer certified occupational skills training in hospitality and culinary arts, outreach, job readiness skills, post-employment counseling services, basic computer training, and legal services. CKAR provides these end-to-end services in collaboration with Family Restoration and Healing Center, Run Your Race Ministries, and Community Legal Services of Prince George's County.	

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